

Rutgers Center for Organizational Leadership Development Portfolio

Founded in 1993, the [Rutgers Center for Organizational Leadership](#) is a national leader and resource for Rutgers University and the higher education community. Reporting to the Senior Vice President for University Strategy, and in collaboration with the Executive Vice President for Academic Affairs, the Center provides a portfolio of programs and services for current and aspiring leaders with academic responsibilities seeking to develop and enhance their leadership, communication, and organizational competencies.

As a hub for academic leadership development, consultation, and research, our signature offerings aim to improve individual and collective leadership capacity, support university strategy initiatives, and cultivate a culture of leadership development across the institution.

Cohort Programs

	Rutgers Leadership Academy (RLA)	Academic Leadership Program at RBHS (ALP-RBHS)	PreDoctoral Leadership Development Academy (PLDA)	Distinction in Leadership in Academic Healthcare (DILAH)
Program Overview:	Founded in 2015, the Rutgers Leadership Academy (RLA) is a one-year program (formerly a two-year program) for mid-career faculty and staff who aspire to broadened leadership roles within their units, the university, and/or higher education, more generally. The RLA focuses on the development of cross-cutting leadership concepts, competencies, and tools to enhance the professional capabilities for those in academic, professional, and administrative leadership roles. The program also addresses the unique situation- and position-specific organizational and leadership challenges that these leaders may encounter.	Founded in 2018, the Academic Leadership Program at RBHS (ALP-RBHS) provides a venue for faculty administrators (e.g., chairs, program directors) to examine and further develop their leadership, management, and organizational competencies with attention to current biomedical and health sciences challenges and opportunities at the national and state level, and within Rutgers and RBHS. Developed in collaboration with RBHS leaders, faculty, and staff, this one-year program delivers a blend of concepts, best practices, methods, and tools to enhance participants' leadership competencies and ability to advance their individual units and RBHS more broadly.	Founded in 2010, the PreDoctoral Leadership Academy (PLDA) , is a one-year program designed to provide doctoral students from a broad array of academic disciplines with the supplemental knowledge and skills needed for academic and administrative leadership roles. PLDA is offered by the Rutgers Center for Organizational Leadership with support from the School of Graduate Studies, School of Arts and Sciences, and School of Communication and Information.	Founded in 2016, the Distinction in Leadership in Academic Healthcare (DILAH) program is offered by the Robert Wood Johnson School of Medicine in collaboration with the Rutgers Center for Organizational Leadership. Medical school students who participate in this ten-session program will have the opportunity to consider the complexities of academic health and will develop leadership skills through a field experience and a capstone project.

Audience:	Mid-career faculty and staff (with at least seven years of professional experience) who aspire to broadened leadership roles within their units, the university, and/or higher education, more generally.	Rutgers Biomedical and Health Sciences (RBHS) faculty administrators (e.g., chairs, vice chairs, associate/assistant deans, institute and program directors, etc.) with less than two years of experience in the role, or established faculty administrators seeking to enhance their personal leadership capacity.	PLDA is open to any Rutgers University doctoral student from Camden, Newark, New Brunswick, and RBHS.	Robert Wood Johnson Medical School students with interests in leadership in an academic health context.
Topics:	<ul style="list-style-type: none"> • Introduction to leadership • Leveraging individual and collective strengths as an academic leader • What is leadership: Core theories, concepts, and principles • Principles and pragmatics of leadership communication • Leadership-communication connections • The competency approach to leadership • Higher education stakeholder analysis and strategy • Organizational strategic project planning and project leadership • Organizational performance metrics in higher education • Leading complex transformation in higher education • Organizational culture: Diversity and inclusion in higher education • Organizational assessment and strategy formulation 	<ul style="list-style-type: none"> • Landscape of academic health • RBHS structure and history • Principles and pragmatics of leadership communication • Leadership-communication connections • The competency approach to leadership • Leveraging individual and collective strengths as a leader in academic health • Strategic project planning • Conflict and difficult conversations • Reappointments, promotions, and tenure • Mentoring and coaching • Leading during crisis • Leading organizational change • Cultural competency • Financial models and financial management 	<ul style="list-style-type: none"> • The American College: Organization and administration of higher ed • Multiple cultures of the academy • Leading for diversity, equity, and inclusion • Leveraging strengths for effective academic and administrative leadership • What is leadership? The leadership-communication connection • Approaches to leadership: The competency approach • Ethics & integrity in higher education • Legal & regulatory issues in higher education • Principles of effective leadership in higher education • Crisis leadership considerations in higher education • Formal and informal leadership • Student life • Accreditation • Higher education stakeholders 	<ul style="list-style-type: none"> • Leadership processes and practice in academic health • Leveraging strengths • Principles and pragmatics of leadership communication • Informal leadership, servant leadership, and followership • Interprofessional teams and difficult conversations • Planning and leading change • Metrics and continuous quality improvement • Budgeting and finance • Culture and challenges in the academic health center • Professional branding and identity • Journey towards leadership development • Leadership development plan presentations

	<ul style="list-style-type: none"> • Difficult conversations and dealing with conflict • Faculty and staff cultures in higher education • Hiring and succession planning for academic leadership roles • Capstone project presentations 	<ul style="list-style-type: none"> • Envisioning and sustaining organizational excellence • Capstone project presentations 	<ul style="list-style-type: none"> • Enrollment management and the changing demographics of higher education • Conflict and difficult conversations • Planning, understanding, and leading change in higher education • Strategic project planning and project leadership • Politics and public policy • Pursuing alternative career paths in higher education • Leadership development plan presentations 	
<p>Guest Presenters and Program Partners:</p>	<ul style="list-style-type: none"> • Brian Ballentine, Senior VP, Strategy • Andrea Conklin Bueschel, Senior VP for Administration and Chief of Staff • Sangeeta Lamba, RBHS Vice Chancellor for Diversity and Inclusion • Mike Gower, Executive Vice President and Chief Financial Officer • Barbara Lee, Former SVP for Academic Affairs • Courtney McAnuff, Vice Chancellor for Enrollment Management, Rutgers-NB • Richard L. McCormick, President Emeritus 	<ul style="list-style-type: none"> • Brian Ballentine, Senior VP, Strategy • Brian Strom, RBHS Chancellor • Patricia Fitzgerald-Bocarsly, RBHS Provost – Newark • Jeffrey Carson, RBHS Provost – New Brunswick • Bishr Omary, Senior Vice Chancellor for Academic Affairs and Research • Maral Mouradian, RBHS Vice Chancellor for Faculty Development • Sangeeta Lamba, RBHS Vice Chancellor for Diversity and Inclusion • Gwen Mahon, Dean of the School of Health Professions • Mary O'Dowd, RBHS Executive Director of Health Systems and Population Health Integration 	<ul style="list-style-type: none"> • Barbara Bender, Senior Associate Dean, School of Graduate Studies • Susan Lawrence, Vice Dean for Undergraduate Education, School of Arts & Sciences, Professor of Political Science • Corrine Castro, Senior Director for Faculty Diversity & Inclusion Division of Diversity, Inclusion & Community Engagement • Barbara Lee, Former SVP for Academic Affairs • Courtney McAnuff, Vice Chancellor for Enrollment Management, Rutgers-NB • Richard L. McCormick, President Emeritus 	<ul style="list-style-type: none"> • Carol Terregino, Senior Associate Dean for Education, and Associate Dean for Admissions at RWJMS • Al Tallia, Chair, Department of Family Medicine and Community Health, RWJMS • Payal Parikh, Vice Chair of Quality and Safety, RWJMS • Archana Pradhan, Associate Dean for Clinical Education, RWJMS • Igor Rybinnik, Neurology Clerkship Director, RWJMS • Tom Hecker, Executive Vice Dean, RWJMS

	<ul style="list-style-type: none"> • Francine Newsome Pfeiffer, Vice President for Federal Relations, Rutgers • Daniel Rodas, Partner, Isaacson, Miller 	<ul style="list-style-type: none"> • Chantal Brazeau, RBHS Chief Wellness Officer, Assistant Dean for Faculty Vitality at NJMS and RWJMS • Meredith Mullane, RBHS Vice Chancellor for Academic Affairs • Kathleen Bramwell, RBHS Senior Vice Chancellor for Finance and Administration 	<ul style="list-style-type: none"> • Francine Newsome Pfeiffer, Vice President for Federal Relations, Rutgers • Jorge Reina Schement, Distinguished Professor, School of Communication and Information 	
--	---	---	--	--

Supplemental Seminars

Special Topics in Academic Leadership	
Program Overview:	Founded in 2015, Special Topics in Academic Leadership Seminars , led by higher education leadership educators and practitioners, provide a forum for discussing relevant issues and challenges facing academic leaders and sharing effective practices across disciplines. Recordings of these sessions, along with supplemental materials, are housed in our Academic Leadership Hub in Canvas.
Audience:	Participants and alumni of our academic leadership programs, along with current deans, associate deans, department chairs, and others with an interest in the topic are encouraged to attend these virtual sessions.
Topics:	<ul style="list-style-type: none"> • Excellence in Higher Education-Renewal: A framework for organizational assessment • Impact of COVID-19 on academic leaders: A summary of research findings and strategies for renewal and reinvention • Building resilience during challenging times • Pressures facing higher education and implications for setting strategy • Leading with emotional intelligence • Positive academic leadership • Delivering conscious feedback with COIN: The neuroscience of how to communicate with impact • Academic leadership as facilitation: Using dialogic techniques to build trust, understanding, and mutual respect • Crisis leadership considerations • Organizational assessment and the resetting of priorities • Leadership for high-performing virtual teams • Pursuing and encouraging wellness as an academic leader

- | | |
|--|---|
| | <ul style="list-style-type: none">• Helping faculty and units excel through effective performance planning, feedback, and development: Improving the process and its outcomes• Designing a Leadership Living Learning Community and reflections on student leadership• If I'm talking, am I communicating? The challenges of framing in higher education leadership• Leadership tradeoffs: Managing time, stress, and transitions• Critical moments in higher education leadership• Reflections on the landscape of higher education• Organizational change: Engaging colleagues in decision making• Building an effective administrative team• Coaching skills for academic mentors• Changing profile of the academic workforce: Implications for leaders in higher education• Leadership ethics in higher education |
|--|---|